



REPLY TO
ATTENTION OF

IAPER-CP

DEPARTMENT OF THE ARMY
UNITED STATES ARMY INTELLIGENCE AND SECURITY COMMAND
ARLINGTON HALL STATION
ARLINGTON, VIRGINIA 22212-5000

04 MAR 1961

SUBJECT: INSCOM Letter #87-2 : Civilian Position Management and Classification

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1. The policy of the Department of Defense, Department of the Army, and the United States Army Intelligence and Security Command is that civilian positions are to be structured in the most economical and efficient manner possible to effectively accomplish our mission and make maximum use of employee skills. The practice of good position management is a line manager's responsibility with advice and assistance from civilian personnel, force development, management analysis, and budget staff elements.
2. Position management is the process by which we identify and assign duties and responsibilities to a position or group of positions in support of specific functions and mission. The objective of position management is to establish organizational/position structures with the best possible balance of skills and skill levels. To achieve this "best balance," you must take into account accomplishment of mission, economy, efficiency of operations, attraction and retention of competent and productive personnel, full and proper utilization of employee skills, motivation and development of employees, and effective use of work processes, techniques and equipment.
3. In order to achieve this position management objective, I have established the following specific policies:
 - a. Position descriptions for INSCOM positions will be established and maintained to provide clear, accurate, and specific delineation of assigned major duties and responsibilities and will not be vague or overwritten. Where necessary, local procedures should be established to ensure prompt resolution of controversies over job description content and wording.
 - b. Classification decisions; i.e., determination of pay category, title, occupational series, code, and grade; will be made only by personnel fully qualified and trained to apply pertinent requirements and standards. Administrative job evaluations or gradings based on considerations other than classification standards and approved evaluation techniques are specifically prohibited. When disagreements concerning proper classification are not promptly resolved at the local level, higher level job evaluation review should be obtained from this headquarters.
 - c. The Civilian Personnel Officer (CPO) and the Position Management and Classification staff are not to be pressured into making unwarranted or

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arbitrary upgrades or downgrades of jobs. Job classification or established grade structures will not be evaluated or influenced by any staff representatives when visiting field activities, except for authorized position management and classification personnel.

d. Commanders and Staff Element Heads must ensure that subordinate supervisors and managers fully understand their position management and classification responsibilities. Position management performance standards should be developed for both military and civilian positions with significant position management duties.

e. Position management actions are to be taken to improve efficiency, effectiveness, and economy of command position structures; to support assigned mission; and to remain within assigned high grade allocations. Position management options contained in Appendix E, AR 690-500, Chapter 501, are to be applied to all position actions; i.e., during position vacancy reviews, during classification and position management surveys, efficiency reviews, and when planning reorganizations.

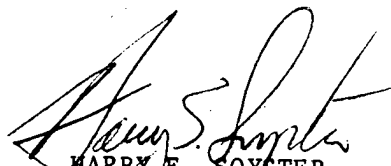
f. Classification and position management surveys of all organizations must be conducted at least triennially.

g. Supervisors and managers should use position classifiers as principal advisors on position management matters. Specifically, position management advice and recommendations will be obtained during the initial planning of new or revised organizations, during classification and position management surveys, during vacancy reviews, and during Efficiency Reviews.

h. Employees must continue to be afforded full opportunity to obtain information or reasons for position management and classification actions and to seek adjustments in the pay category, title, series, or grade of their position. All levels of command and supervision must guarantee, protect, and publicize employees' right to seek such adjustments and ensure that employees may exercise this right without fear of reprisal or prejudice.

4. It is only through your continued support that we will have a constantly improving and successful Command Position Management and Classification Program. I am holding you, as Commanders and Staff Element Heads, personally accountable for the success of your individual civilian position management programs.

5. This INSCOM Letter supersedes Command Policy Letter #86-6, dated 26 February 86, subject as above.


HARRY E. SOYSTER
Major General, USA
Commanding

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